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November 1, 2010

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT – OCTOBER 2010**

This letter provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports as instructed.

MJS:TB:LAH:mgd

Attachment

c: Sachi A. Hamai, Executive Officer

"To Enrich Lives Through Effective And Caring Service"

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

November 1, 2010

On April 3, 2007, the Board of Supervisors approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) which provides short-term, intensive mental health and supportive services, including comprehensive assessment, medication evaluation and management, emergency shelter placement, and the initiation of benefits establishment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Wellness Center (CR-WC) for the Skid Row area to serve individuals who no longer require intensive mental health services. On September 9, 2008, the Board of Supervisors approved the Board letter awarding Emotional Health Association dba SHARE! the contract with DMH to operate that Client Run Wellness Center in the Skid Row area. The program has been operational since April 2009.
- A directly operated Wellness Center had been planned for the Skid Row area since shortly after the passage of the MHSA. On March 1, 2009, the Department accomplished this goal with the transformation of the DMHC outpatient services to an enhanced Wellness Center.
- On June 30, 2009, the newly created DMHC Field Capable Clinical Services (FCCS) team began providing on-site mental health services, integrated with primary healthcare and substance abuse assessment services for clients at the Center for Community Health of Downtown Los Angeles (CCHDLA - formerly known as Leavey Center). The team also has the capacity to provide field services to those clients residing in the area's shelters and Single Room Occupancy Hotels.

DMH MHSA funded programs in the Skid Row area serve individuals in need of a variety of mental health and other treatment needs and supports. With the opening of the CCHDLA and CR-WC, the implementation of a DMHC FCCS team, and the transformation of our DMHC outpatient program to a professionally staffed, enhanced Wellness Center, mental health clients in the Skid Row area currently have a vastly

enhanced array of wellness and recovery programming to address their individual service needs. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4), which are discussed below. Also included are detailed reports on the performance of the DMHC CRS program and the Department's funding of a new housing development and associated service collaboration efforts.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. As of October 1, 2010, for which the outcome measures below are compiled, the number of enrollees was at 168 clients. There are an additional five potential clients that have been recently referred for enrollment. Staff continues efforts to identify and enroll clients that require and have proven to benefit from the intensity of services provided through FSP programming. This effort is concurrent with the FSP program evaluating clients that have demonstrated the ability to engage and comply with treatment to programs with lesser levels of programming while still supporting continuing wellness and recovery gains. Alternate programming may consist of directly operated Wellness Center services; CR-WC services; along with employment and on-going support from a private mental health provider; and/or other services determined by the individualized needs of those clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP, to reduce homelessness, incarceration, and acute psychiatric hospitalization.

- Days hospitalized year prior to partnership vs. post partnership (adjusted for time): 33% decrease (previously, there was a 45% decrease).
- Days homeless year prior to partnership vs. post partnership (adjusted for time): 79% decrease (previously, there was a 78% decrease).
- Days incarcerated year prior to partnership vs. post partnership (adjusted for time): 8% increase (previously, 2% increase).
- 57% of the 168 clients currently enrolled in FSP have been identified with a history of co-occurring mental health and substance abuse/use issue in various stages of recovery, from active or episodic use to abstinence. Most are actively engaged in appropriate treatment, ranging from 12 Step meetings and FSP Skid Row Co-Occurring Recovery and Empowerment (SCORE).

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to provide Service Area 4's DMH contracted and directly operated programs the opportunity to review individual case referrals, and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, unserved and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has received:

120 referrals for adult consumers ages 26-59 for specialized programming (FSP). Of these referrals:

79 were received from non Skid Row areas, of which:

- 18 clients were successfully enrolled in FSP;
- 53 clients are currently in Outreach and Engagement;
- 8 refused specialized services or did not meet FSP criteria (referred to FCCS or other clinical services);
- 41 consumers were referred from the Skid Row area;

- 8 clients were successfully enrolled in FSP;
- 18 clients are currently in Outreach and Engagement; and
- 15 clients refused specialized services or did not meet FSP criteria and were referred to FCCS, or other clinical services.

Received 52 referrals for Transition Age Youth (TAY- aged 16-25 years):

- 1 client was referred from Skid Row area & pre-authorized declined services;
- 21 clients were successfully enrolled in services;
- 6 clients are currently in Outreach and Engagement;
- 4 clients refused services; and
- 20 clients did not meet FSP criteria and were referred to FCCS or other clinical services.

Permanent Supportive Housing

Consistent with the goal to reduce homelessness and promote wellness and recovery in the Skid Row area, the Department has committed MHSA funding to provide and/or leverage capital development, operating subsidy and service funding for the development of new supportive housing units. Overall, the Department is supporting the development of 293 new units of permanent supportive housing in Skid Row. Through its FSP and Wellness Center (WC) programs, DMHC has agreed to collaborate with SRO Housing Corporation to provide mental health services to the tenants occupying 31 units designated for special need populations in the James Wood Apartments (See Figure 1). With this commitment to provide mental health services for the 31 units designated as special needs, SRO Housing Corporation was able to leverage \$14.2 million for capital development. This housing project targeting individuals with a history of chronic homelessness and mental illness opened for occupancy in July 2009. Currently, 31 individuals that meet this criterion have been able to move into these units. DMHC is providing on-site mental health services to those individuals willing to participate. DMHC has also agreed to provide in-kind supportive services to homeless individuals with a mental illness who will be residing at the proposed SRO Gateways Apartments. This apartment complex will consist of a total of 108 permanent supportive housing apartments which are all efficiency studio units. It is scheduled to open in December 2012. Since the in-kind supportive services will be provided by DMHC, SRO has committed to set aside units for DMHC clients.

Through the MHSA Housing Program, a component of the MHSA Community Services and Supports Plan, the Department has made a local commitment to provide capital development and capitalize operating subsidies for the development of new supportive housing units. To this end, 29 projects previously recommended for further planning and development by the MHSA Housing Advisory Board have remained active as of

June 25, 2010. Of these 29 projects, three are located in the Skid Row area creating a total of 133 new supportive housing units (See Figure 1).

Figure 1

Project Name	Number of Units	
DMHC Supported	FSP & WC Units	Total Units
The James Wood Apartments	31	53
Total FSP Supported Units	31	53
MHSA Housing Program		
Charles Cobb Apartments	25	76
The Ford Apartments	90	151
New Genesis Apartments	18	106
Total MHSA Housing Program Units	133	333

Additionally, SRO Housing Corporation was awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40-unit permanent supportive housing project (See Figure 2). The \$5.2 million provides funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. DMH, through DMHC's FSP and WC Programs, has committed to provide mental health services to qualifying residents of the Winston Apartments. Due to unforeseen circumstances, the projected construction date has been withdrawn and is indefinitely delayed.

Figure 2

Project Name	Number of Units	
Governor's Homeless Initiative (GHI)	GHI Units	Total Units
The Winston Apartments	40	40
Total GHI Units	40	40
Housing Trust Fund (HTF)	HTF Units	Total Units
Project Home	22	71
Rainbow & Abbey Apartments	50	120
Total HTF Units	72	191

Finally, a Countywide MHSA Housing Trust Fund Program of \$10.5 million was established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund provides funds for on-site

supportive services for supportive housing projects as well as supportive services for scattered site housing projects.

On May 19, 2009, the Board of Supervisors approved the request to enter into agreements with 12 agencies to provide supportive services for individuals with psychiatric disabilities who reside in new permanent supportive housing projects. As indicated in Figure 2, two of the Housing Trust Fund Program projects are located in Skid Row. While Project Home is still in development and scheduled to open in December 2010, the Rainbow and Abbey Apartments are fully occupied.

Housing Assistance

The Department provides financial resources for clients moving into housing from homelessness by paying the security deposit and purchasing the basic essentials to furnish their apartment. During the period July 1, 2010 through September 21, 2010, the Department assisted the following numbers of DMHC clients with securing permanent housing:

- 8 clients with the security deposit at the time of move-in;
- 26 clients and/or their families with purchasing household goods; and
- 2 clients with ongoing rental assistance.

On July 14, 2010, the Department was awarded \$62,000 from the Emergency Food and Shelter Programs for eight Service Areas in Los Angeles County. DMHC received \$2,500 for food cards/vouchers and \$3,500 for hotel/motel vouchers to help supplement and expand current available resources to meet the needs of hungry and homeless individuals with a mental illness in Service Area 4.

Crisis Resolution Services (CRS)

CRS is a short-term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

We are able to report the following information for the period April 2010 through June 2010: 30 days after receiving services from Downtown CRS:

- 98.9% of the clients did not require intervention from the DMH Psychiatric Emergency Services;

- 96.2% of the clients were not admitted to an Inpatient Psychiatric Hospital;
- 98.0% of the clients were not incarcerated; and
- Within 90 days after initial services from Downtown CRS, 18.8% of the clients were linked to and seen by another outpatient mental health service provider.

Since implementation, CRS has:

- Opened 5,286 (through June 2010) unique episodes;
- Provided linkage to emergency, transitional or permanent housing to 35% of homeless clients on day of screening or intake; and
- Engaged 38% of all clients with a co-occurring mental health and substance use/abuse issue(s). As a result, these clients were successfully enrolled in professional treatment, or peer counseling services. Motivational engagement efforts with the remaining 62% are ongoing.

The program provides immediate, frequent, intensive case management for clients, and employs a “whatever-it-takes” approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment. Due to its demonstrated success over the past two years, DMH has developed additional CRS programs in each Service Area throughout the County.

Skid Row Management Team (SRMT)

During this past quarter, the DMH SRMT continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers and loft dwellers, to obtain critical input about the many issues affecting the Skid Row area. The SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB) as a vital venue for this community engagement effort. The SRCAB is comprised of Skid Row stakeholders, i.e., housing, health, and social service providers, and residents, including consumers that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Represented DMH in the Center for Community Health of Downtown Los Angeles (formerly called Leavey Center) Clinical Team meetings. Other participant agencies are JWCH; ADPA contractor, Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services; and Mental Health;

- Hosted and participated in weekly and monthly meetings of the Skid Row (Family) Assessment Team (SRAT) with Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB), which is a local forum for consumers, families, service providers and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings in collaboration with Service Area 4 Management Team;
- Participated in the monthly Service Area Advisory Committee (SAAC) meetings for Service Area 4. SAAC meetings are comprised of community stakeholders, including residents, persons who work in the area, consumers, family members of consumers and social service agencies. The meetings serve to educate the public about the MHSA, including priorities such as Prevention & Early Intervention (PEI), and solicit input and feedback from the public about DMH's implementation of MHSA programs;
- Continues to work with the lead District Chief for SA 4 in finalizing the staffing allocation and coordination of future services thru MHSA PEI program implementation in the Skid Row area. The PEI program proposal for the Skid Row area will target individuals exposed to trauma;
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly work group meetings, to implement recommendations of the Los Angeles 10 Year Plan to End Homelessness that are specific to families by ending and preventing family homelessness via increased interagency collaboration and service delivery, and increasing access to housing. The work group is exploring ways to address the increase in family homelessness due to the current mortgage and foreclosure crisis;
- Initiated the Central Library Project, a weekly outreach and engagement service with the Los Angeles City Library in downtown Los Angeles;

- Provided technical assistance to Hollywood Mental Health Center to further implement or expand services under MHSA, such as Crisis Resolution Services; and
- Assumed DMH leadership of the La Placita Project which provides outreach, engagement, and service provisions, including housing, benefits establishment assistance, and mental health services to homeless individuals in and around the old Plaza Church.

SRMT continues to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services, and related programming and supports for homeless persons in the Skid Row area.

Summary

In summary, the Department of Mental Health has continued to demonstrate its commitment and progress to enhance and increase innovative community based mental health services, housing, effective stakeholder collaborations, and other related services in the Skid Row area through the development of newly funded MHSA programs, and the transformation of existing services. Most recently, this has included the implementation of FCCS at the CCHDLA, a private and public partnership offering fully integrated medical and behavioral health services; the opening of the SHARE! Client Run Wellness Center; collaboration with SRO Housing Corporation's James M. Wood Apartments in Skid Row providing on-site mental health services to residents; the initiation of the Los Angeles Library Outreach and assuming leadership of the La Placita Project; which both target identification of homeless individuals and linking them to mental health and other critical services. The DMHC site at 529 South Maple Avenue led the way in the transformation of the DMH to the Wellness and Recovery Model when it became the first directly operated program to completely transform to a MHSA funded programming. All of these programs are dedicated to reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency, inpatient psychiatric care, and incarceration, while promoting recovery and successful community reintegration.